

*Miami-Dade
Community Action Agency
Head Start/Early Head Start Program*



*The
Building
Block
Of Our
Community*

*2008-2009
Annual Report*

Vision

To become the leader in early childhood programs. We will earn the public's trust through continuous improvements, team work, and the delivery of excellent services.

Management Philosophy

Put children and families first, strive for excellence, project a professional image and attitude, and treat everyone with respect.

Mission

To develop the social competency of young children, promote school readiness, and to serve as a catalyst to empower families for growth and change.



Our Promise

Miami-Dade Community Action Agency (CAA) Head Start/Early Head Start (HS/EHS) Program changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



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Message from the CAA Board Chair



It is a privilege and honor to bring you spirited greetings from the Miami-Dade County Community Action Agency's (CAA) Board of Directors as we celebrate 45 years of dedicated service to thousands of children and families through our Head Start/Early Head Start Program. Currently serving more than 6,528 children annually, we are the largest Head Start/Early Head Start provider in the Southeast region of the United States, gaining the distinct honor of being recognized by the National Program of Excellence. This is a testament of CAA's commitment to service in our community.

The CAA Board of Directors is committed to the mission of the agency, which is, "To empower economically disadvantaged individuals, families and communities through advocacy, education, resource mobilization and service delivery." Standing with dignity during these challenging economic times, the CAA Board also continues to be committed to providing quality care through our Head Start/Early Head Start Program to children who deserve the best opportunity life has to offer. With the help of the parents and all of our partners, we will continue to be recognized as a Program of Excellence.

Dr. William Zubkoff

Message from the Miami-Dade CAA Executive Director



On behalf of the Miami-Dade County Community Action Agency (CAA), I am pleased to share with you the 2008-2009 annual report on the Head Start/Early Head Start Program. We continue to operate at the level of the National Program of Excellence because of our innovative approach to early childhood development. Our Head Start/Early Head Start program continues to receive the support of Miami-Dade County, community partners, delegate agencies and others who help strengthen our collaborative relationships. Merging forces has created an environment of success, allowing us to better serve the children and families of our community. Because of our exemplary model, this year we have the honor of serving 6,528 children.

As we continue to navigate through these economically challenging times, CAA has continued to meet the needs of the families we serve. The program staff has remained diligent, ensuring the children are provided with every opportunity to benefit from the Head Start/Early Head Start program and the services provided through CAA. Our promise of helping people to change their lives is greatly enhanced by our commitment to a quality early childhood program. We maintain the highest level of safety ensuring the welfare of children and providing a quality education. We remain committed to operating a program that meets the standards of a National Program of Excellence and look forward to a stellar year of service to the families in our community.

Julie B. Edwards

Message from the HS/EHS Director

Greetings!

The past year has presented some unique budget challenges for the Head Start/Early Head Start Program. Despite these challenges, the Program continues to Rise! The Head Start/Early Head Start Program continues to provide high quality services to over 6,500 children and families in the Miami-Dade County area through its operations which include contractual agreements with fourteen delegate agencies.

The Head Start/Early Head Start Program continues to partner with community agencies in an effort to bring about the best services for our children and families as we focus on our mission to develop the social competency of young children, promote school readiness, and to serve as a catalyst to empower families for growth and change.

The Head Start/Early Head Start Program will move forward with the knowledge that we are delivering excellence to the children, families, staff and community that depend upon our services.

Jane W. McQueen



Message from the HS/EHS Policy Council Chair

As the 2008-2009 Policy Council Chairperson for the Miami-Dade CAA Head Start/Early Head Start Program, I had an awesome responsibility to make sure that our county maintained its "National Program of Excellence" status.

There were so many opportunities that were afforded to both the Council and me during the course of the year. We were involved in every aspect of the program and were entrusted with many decisions that allowed us to voice our concerns and make suggestions in order to find a resolution that best suited the children and the program. We worked well with the entire CAA Board and staff and developed many new and lasting friendships during the year.

I am a true testament of the success that the program brings to our children. Once your child has been involved and educated in the Head Start/Early Head Start program, he/she is prepared and equipped to handle so much more when entering the public school system or even the private sector. There is a sense of confidence that a parent has in knowing that their child has been taught well, nurtured, and is prepared to be a successful student.

I considered it a privilege to have served the Council, Centers, County and families in the capacity of Policy Council Chair, and if afforded the opportunity again, I absolutely would. The Head Start/Early Head Start Program is definitely an asset to our community and will always be referred to as a "National Program of Excellence."

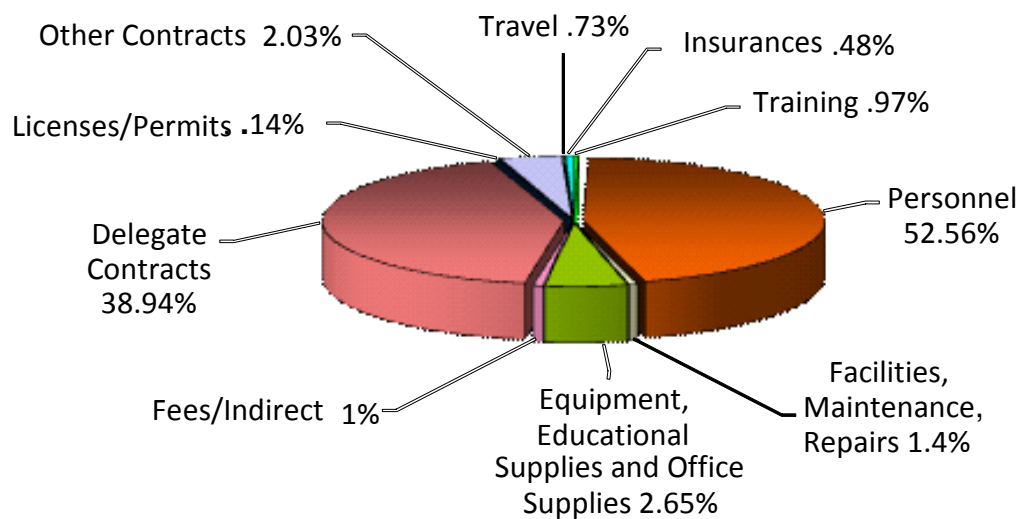
Zola Delaney-Saffold



Funding Sources

<u>Funding Sources:</u>	<u>Program Year</u> <u>2008-09</u> <u>Actual</u>
County General Fund	\$4,178,638
Health and Human Services	\$51,453,209
USDA	\$1,803,044
The Children's Trust	\$994,655
Voluntary Prekindergarten (VPK)	\$477,388
In-kind	\$8,785,241
Other Revenues	\$41,432
TOTAL:	\$67,733,607

Expenditures



Enrollment Data

Miami Dade County Head Start/Early Head Start Program is funded through the United States Department of Health and Human Services. The Program serves children from zero to five, as well as pregnant women throughout Miami Dade County. Head Start/EHS is a comprehensive early childhood program that served approximately 7,747 children and five pregnant women during the 2008-2009 school year.

Enrollment by Age

Under One	One Year Old	Two Years Old	Three Years Old	Four Years Old	Pregnant Women	Total
88	151	210	3205	4088	5	7747

Enrollment by Eligibility

Below 100% Poverty Guideline	Public Assistance	Foster Care	Over Income	Homeless	Total
6,504	714	23	175	331	7747

Enrollment by Primary Language

English	Spanish	Creole	East Asian	Native N. America	European or Slavic	Total
4,277	2,790	635	25	11	9	7747



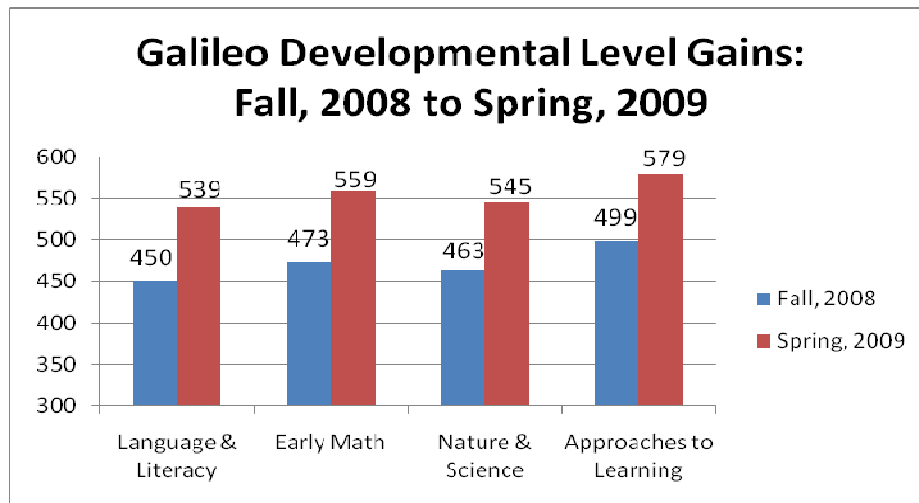
Educational Gains

The Miami-Dade County Head Start Program uses the Galileo Assessment System to track our Head Start children's growth in eight school readiness domains. These correspond to the domains established in the **Florida School Readiness Performance Standards for three- through five -year-old children**. Galileo scales are highly reliable. Measures of internal scale consistency range from .92 to .97.

Galileo provides a comprehensive view of each child's growth in **all eight school readiness domains**:

- Language and Literacy
- Early Math
- Science
- Approaches to Learning
- Social and Emotional Development
- Creative Arts
- Fine and Gross Motor Skills
- Physical Health Practices

An important feature of Galileo is that it provides a measure of a child's growth called the **developmental level** that is identical regardless of the domain being measured or the initial abilities of the child. Developmental level scores appear in the two graphs and show children's readiness in the fall when they enter the program and again in the spring.

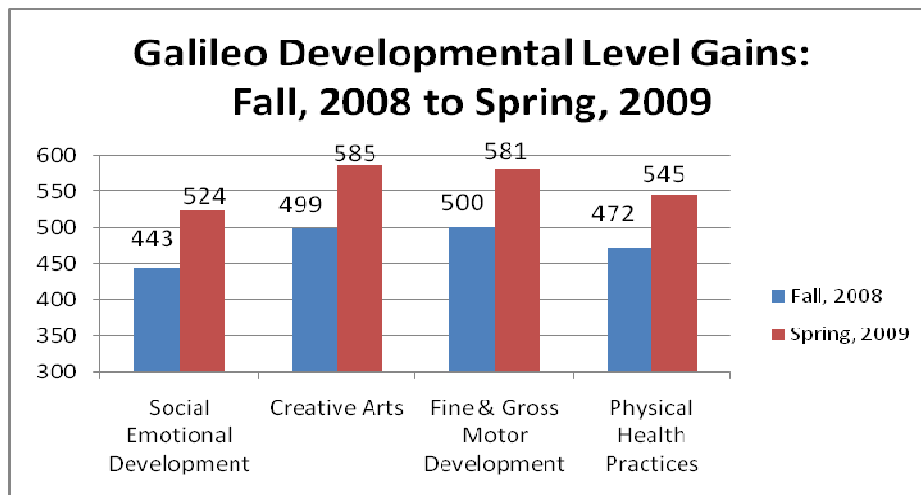


Educational Gains

Galileo scales also use **interval level of measurement**, allowing for consistent measurement of growth. It works in the same way as measuring growth in children's height and weight. Any child who grows five inches has gained the same amount of height, whether the child is three feet tall or four feet tall. Similarly, children who gain twenty points in developmental level are showing the identical amount of growth whether they begin the year with only a few skills or many skills in a domain. Developmental level scores are also identical across the eight readiness domains measured, so that a twenty-point gain on the Early Math scale means the same as a twenty-point gain on the Nature and Science scale. Thus each developmental gain has a precise meaning.

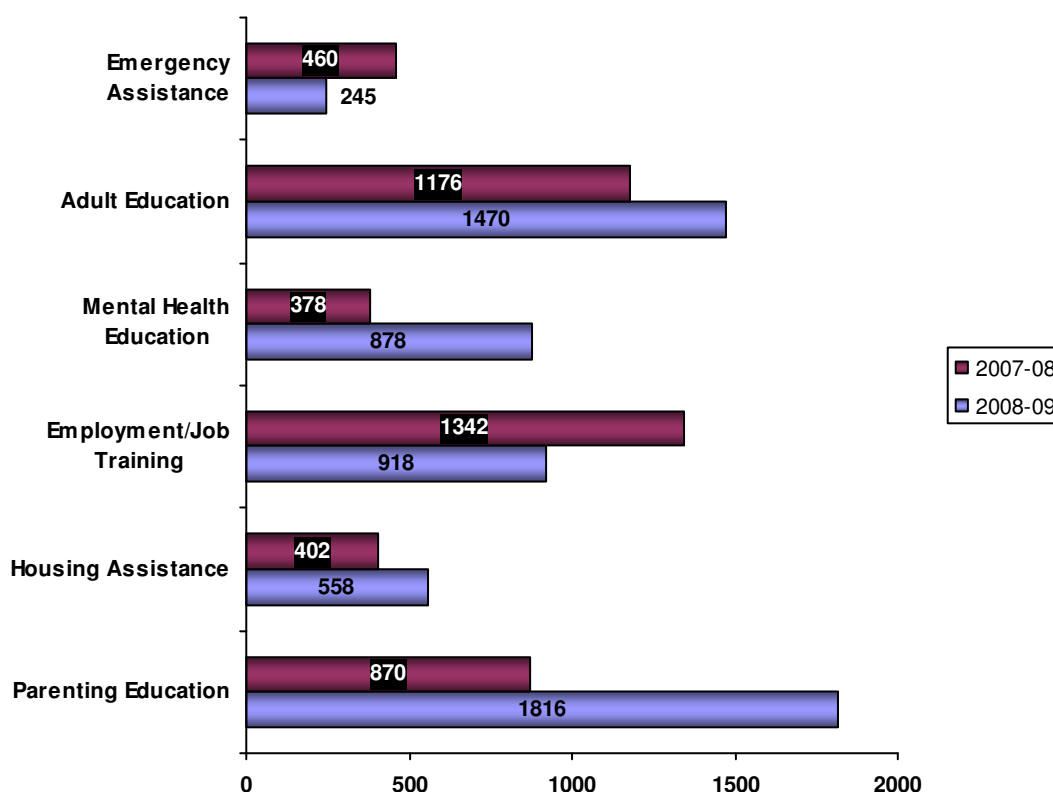
In the fall of the year, **a four year old can be expected to score about 500 on each Galileo scale**. Head Start children generally start below this level but make tremendous strides through the 2008-2009 school year. The benchmark of a **fifty point expected gain in developmental level** was set by the Florida Head Start Association Research Committee in consultation with the developers of Galileo, since gains of this magnitude indicate a substantial level of growth – the amount of growth expected after one year of program intervention. **Miami-Dade County Head Start children gain considerably more than fifty points in all areas**. The evidence presented in the following graphs is clear:

Head Start in Miami Dade County Works!



Creating Change for Families

Miami-Dade CAA Head Start/Early Head Start Program provides families with a number of services throughout the program year. Services include emergency assistance, adult education, mental health education, employment/job training, housing assistance, and parenting education. One of the goals for Family and Community Partnerships is to build collaborative partnerships with families and establish meaningful partnerships by assisting in identifying goals, strengths and supportive services that will help in achieving self-sufficiency. The data below reflects the number of services that were provided to families during the program years 2007-08 and 2008-09.



Making a Difference In Our Community

Miami-Dade CAA Head Start/Early Head Start Program continues to make an impact on our community:

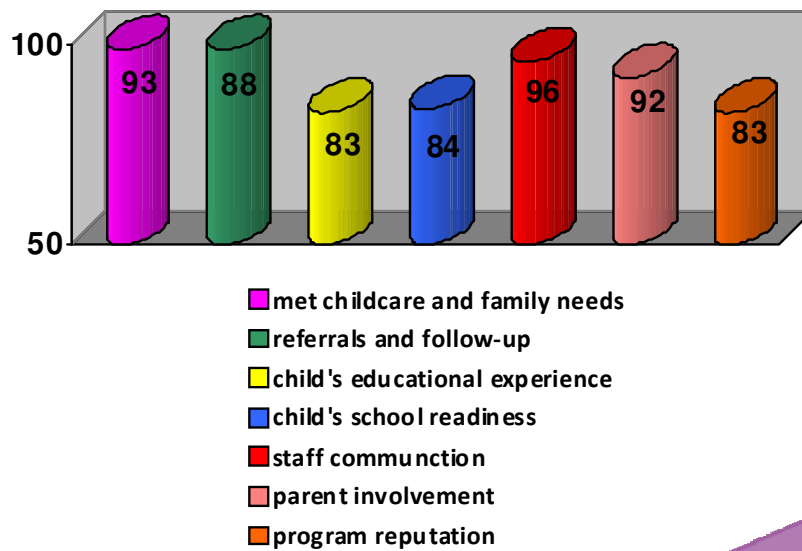
- With over 1100 employees, twenty-two (22) percent are former or present Head Start/Early Head Start parents.
- Sixty-six (66) percent of Head Start and Early Head Start parents are employed.
- Forty-four (44) parents obtained a GED or high school diploma during the 2008-09 Program Year.
- Three hundred fifty-seven (357) homeless families were served. Two hundred forty-four (244) families acquired permanent housing by the end of the program year.



Family Involvement

The program recognizes the importance of fathers in a child's life, and enjoyed that an estimated 575 fathers or father figures attended a variety of activities including one or more meetings, trainings, and special events. The program celebrated opportunities for fathers to productively participate in the rearing of their children and active involvement in the program. We have seen an evolution of engaging fathers from being distant breadwinners, to the modern day involved dad, to the ideal co-parent.

Percentage of parents who were satisfied or very satisfied



10

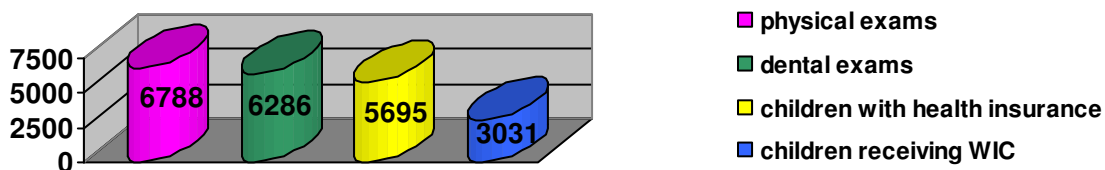


Connecting Families to Healthy Living

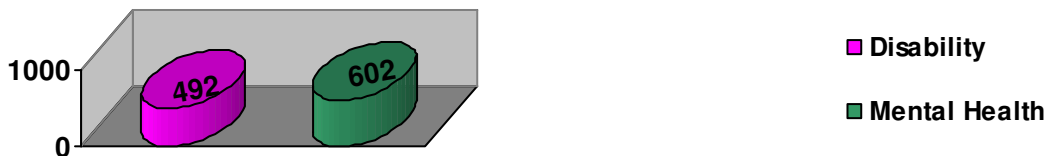
Miami-Dade County CAA Head Start/Early Head Start's goal is to ensure that children receive appropriate preventive health care services and that the health needs of each child are met. Miami-Dade CAA Head Start/Early Head Start encourages each family to practice preventive health habits and promote positive, culturally relevant health behavior that enhances the quality of life.

Families in the program are provided with the necessary skills and insight to connect with an on-going health care system to ensure continued comprehensive health care. Children and their families receive a full range of Head Start/Early Head Start services. Children suspected of having a disabling condition and/or children with a disability are provided services or possible intervention, development and implementation of the Individual Education Plan (IEP) and transition into Head Start and later into their local school district.

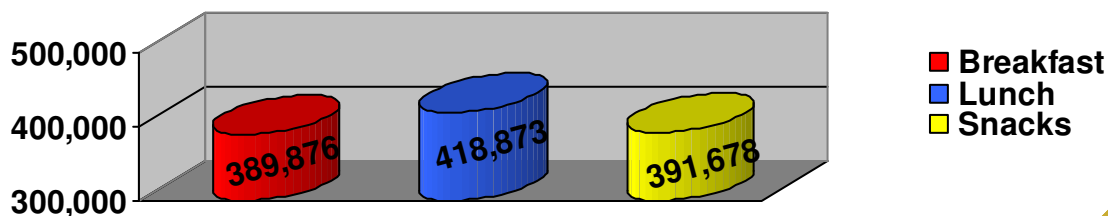
Head Start and Early Head Start Children Who Received Medical Services



Head Start Children Who Received Disability and Mental Health Services



Below are the total number of nutritious meals Head Start and Early Head Start children received throughout the school year.



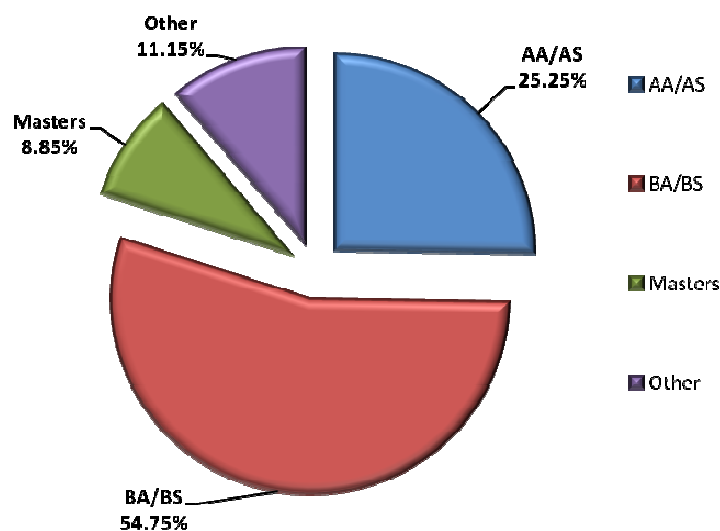
Staff Qualifications

The Miami-Dade County CAA Head Start/Early Head Start Program understands the importance of having qualified staff. Of the 305 teachers employed by the Grantee, 14 Delegate Agencies and one (1) Child Care Partnership, 89% percent have an Associate's Degree or higher.

The Program also understands that qualified staff must stay abreast of current trends in their field of expertise. Thus, a great deal of effort is placed on professional development opportunities, some of which include: attendance at local and out-of-town conferences and workshops; monthly in-house workshops; workshops conducted at the program's Annual Infant and Toddler and Pre-Service Training Conferences; and college accredited coursework. Additionally, close partnerships with the local community colleges and universities have been formed along with a qualified pool of local, state and national training providers.

The employment of qualified staff has enabled the Miami-Dade County CAA Head Start/Early Head Start Program to provide quality services to our children, families and the communities in which we serve.

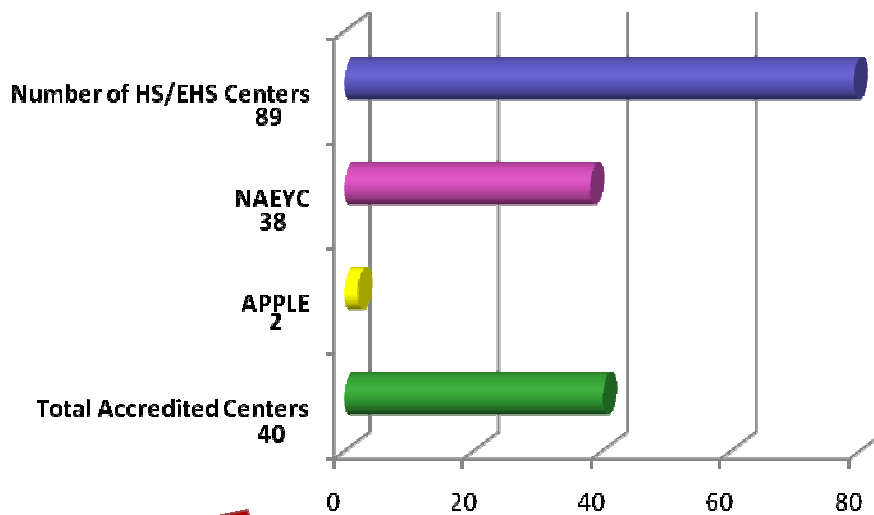
Percentages of Teaching Staff Qualifications



In addition to the above education qualifications, a total of 37% of the teaching staff obtained or maintained a National Child Development (CDA) certification during to 2008-2009 school year.

Achievements

Miami-Dade CAA Head Start/Early Head Start continues to provide high quality services to both children and their families' through its accreditation process. In 2008 -2009, the Miami-Dade CAA Head Start/EHS Program has increased its centers' accreditation numbers to forty (40) out of eighty-nine (89) centers, a gain from last year. Currently thirty eight (38) centers received national accreditation from NAEYC (National Association for the Education of Young Children), and two (2) from APPLE (Accredited Professional Preschool Learning Environment).



Special Projects

Amigos Together for Kids

Overview:

Provides abuse prevention, parenting, and other care coordination classes to children and parents.

Art Enrichment

Overview:

The Miami Children's Museum provides teachers with 2-day trainings on how to incorporate art in the classroom. Children participate in 6 sessions at the Museum along with classroom visits from the museum staff. Family nights are organized for families to visit the museum.

Bio Networks

Overview:

Provides observation, evaluation of children, therapy, classroom consultation, and/or family intervention in the residence of the child.

Citrus Health Network

Overview:

This project provides mental health services to children and families enrolled in Centro Mater. This includes parent trainings as well as onsite, in-office and home based mental health treatment.

CITY OF MIAMI

Overview:

The City of Miami provided lead testing to the children and families at the center.

Curriculum Learning Communities (CLC)

Overview:

This project sponsored by ELC in which two teaching staff receive 18-20 days of curriculum training [Creative Curriculum/High Scope] over more than a year. Centro Mater Child Care is participating

Dade Resources Center

Overview:

Provides financial literacy workshops and seminars to parents.

Dental Hygiene

Overview:

Program from M-D College worked with the children from 6 preschool classrooms from Centro Mater East and East II with the purpose of teaching dental health, and health prevention.

ECHOS (Early Childhood Hands on Science)

Overview:

The Miami Museum of Science provides a comprehensive early science readiness curriculum and corresponding teacher professional development program that focuses on improving science teaching and children's science readiness.

ELC-Early Reading First Participant

Overview:

Program geared toward preparing children's foundational skills for reading through specific developmentally appropriate early literacy activities.

FAST (Families and Students Together)

Overview:

This school collaboration prevention program uses a multi-component approach to strengthen families and parent involvement to help children succeed.

FDLRS (Florida Diagnostic and Learning Resources South)

Overview:

This project was established to expedite the identification of children with disabilities enrolled at Centro Mater.

Special Projects

Florida Center for Allergies and Asthma Care

Overview:

This project provides parents with information and training about the implications of allergies and asthma and assists parents connecting with specialists.

Responsible Fatherhood Classes

Overview:

Fathers, as well as mothers, participate in eight sessions of parenting classes geared towards fathers or male figures in the family.

Hialeah Public Libraries

Overview:

Provides Story Time and The Reading Train which includes thematic books for the classrooms at Walker Park.

Literacy Express

Overview:

A literacy project that enhances our curriculum using strategies that are being implemented in two classrooms at Walker Park/Centro Mater West and in three classrooms at Centro Mater East, for children 4 and 5 years of age. This project is sponsored by The Children's Trust.

Miami Behavioral Center

Overview:

Provides diagnostic evaluation and treatment, or appropriate referral and professional follow up for diagnosis/or treatment to children with speech delays.



Miami Lighthouse for the Blind

Overview:

Provides diagnostic evaluation and treatment, or appropriate referral and professional follow-up for diagnosis/or treatment to children referred by Sagrada Familia.

PATCH (Pediatric Oral Health Care Project)

Overview:

This project aims to improve the oral hygiene of children ages 1-5 years old, Dental services are provided through the University of Miami.

SunWise

Overview:

A partnership program sponsored by the Environmental Protection Agency provided a workshop for parents regarding the harmful effect of the exposure to the sun.

University of Miami Frost School of Music

Overview:

A music program for infants & toddlers

VPK (Voluntary Pre-kindergarten program)

Overview:

The Head Start program participated in this school readiness program for all four year old children.

Women, Infant and Children (WIC)

Overview:

Sponsors a monthly breastfeeding and pregnancy support groups at Centro Mater West.

Community Partners

The Community Action Agency Head Start/Early Head Start Program has diligently strived to create community partnerships that support the health, wellbeing, growth and development of the infants, children and families that we serve. With our focus on this population we have combined the resources, strengths and ideas from our 2008-2009 collaborative partnerships and broadened our ability to provide in depth services to the community.

Our 2008-2009 CAA Head Start/Early Head Start partnerships include the following providers and service organizations:

Early Childhood Partners

- ❖ Early Learning Coalition
- ❖ Early Steps
- ❖ The Children's Trust
- ❖ Healthy Start Coalition of Miami- Dade

Family Support Partners

- ❖ Florida Department of Children & Families
- ❖ United Way
- ❖ Low Income Home Energy Assistance Program (LIHEAP)
- ❖ Legal Services of Greater Miami
- ❖ South Florida Workforce
- ❖ Kiwanis International (Pinecrest & Kendall)
- ❖ Miami Dade Library System

Media Partners

- ❖ Channel 4 Neighbors Helping Neighbors
- ❖ WLRN Public Radio & Television

Health Partners

- ❖ University of Miami PATCH Oral Health & Screening
- ❖ Florida Department of Health
- ❖ U.S. Department of Health
- ❖ Miami-Dade County Department of Human Services
- ❖ United Health Group
- ❖ Public Health Trust

Universities, Colleges, and Educational Partners

- ❖ Florida International University
- ❖ Miami Children's Museum
- ❖ Miami Dade College
- ❖ Miami Dade County Public Schools
- ❖ Museum of Science
- ❖ National Endowment for the Humanities
- ❖ University of Miami



How Others See Us

Recent Review from the Secretary of Health and Human Services

The Head Start and Early Head Start Programs ensure the enforcement of quality services by way of mandatory and stringent performance standards. Triennial visits are conducted by the Administration for Children and Families to ensure that programs are complying with the more than 1700 performance standards and regulations.

Miami-Dade County CAA Head Start/Early Head Start Program's last federal review was conducted May 11, 2008 – May 16, 2008. Based on the information gathered from the federal review, our program was found to be in compliance in the following areas:

- Education and Childhood Development
- Child Health and Safety
- Nutritional Services
- Family and Community Services
- Transportation

Of the more than 1700 performance standards and regulations, only 19 standards required corrections in the areas of:

- Monitoring
- Physical Environment and Facilities
- Program Staffing Patterns
- Governing Body Responsibilities

Adherence to the above standards has been successfully addressed.

Financial Audit

A single audit was conducted in 2009. As recommended by the financial audit, the Miami-Dade County CAA Head Start/Early Head Start Program is implementing a standard certification of time and effort to ensure after the fact determination of each employee's actual activities.



Looking Into the Future

As we move forward to address the challenges of our community and to implement ideas that will better serve our community, we build upon our many years of service and commitment to our families. Our trajectory focuses on:

- *Identifying and implementing weaknesses to create more cost effective and self-sufficient program
- *Continuing to obtain NAEYC Accreditation for all Centers
- *Strengthening partnerships as a means for increasing revenues in a shrinking economy
- *Increasing the number of students participating in the Voluntary Pre-Kindergarten (VPK) Program
- *On-going planning for the Arcola Lakes comprehensive center which is under construction and will accommodate 120 Head Start Children
- *Increasing in Fatherhood Participation in the program
- *Increasing in the number of employees participating in educational coursework



A Center Near You

NORTH REGION

- Bethune Enrichment Center
- Bunche Park Elementary
- Carol City Elementary
- Centro Mater Walker Park*
- Centro Mater West*
- Colonel Zubkoff
- DuPuis Elementary
- FCAA Bunche Park
- FCAA A Children's Place*
- FCAA Opa Locka ECC*
- John F. Kennedy Middle School
- Landow Yeshiva*
- Nathan B. Young Elementary
- North County
- Oak Grove Elementary
- Opa Locka Church EHS
- Paradise Christian Academy (Hialeah)*
- Paradise Christian Academy (Doral)*
- Westview Elementary

NORTH CENTRAL REGION

- Allapattah*
- Biscayne Elementary
- Caleb Center Carrie P. Meek Enrichment Center
- CC Centro Hispano*
- CC Notre Dame*
- CC Sagrada Familia*
- Centro Mater East*
- Charles R. Drew Elementary
- Culmer Neighborhood Center
- Community Partnership for Homeless (North)
- D.A. Dorsey Skills Education Center
- Douglass Elementary
- FCAA Dr. Dazelle Simpson*
- FCAA New Mt. Zion*
- Feinberg Fisher Elementary
- Jackson Dade
- Haitian Youth & Family Community Center*

NORTH CENTRAL REGION (con't)

- KIDCO I*
- KIDCO II*
- KIDCO III*
- KIDCO IV*
- Liberty Square
- Miami Park Elementary
- Olinda Elementary
- Orchard Villa
- Our Little Ones Preschool*
- Phyllis Miller Elementary
- Ponciana Park Elementary
- South Hialeah Elementary
- South Pointe Elementary
- Treasure Island Elementary
- Victory Homes

SOUTH REGION

- Aim High Learning Center
- Arthur Mays Villas Housing Developoment
- CC Good Shepherd
- CC South Dade
- Colonial Drive Elementary
- Community Partnership for Homeless (South)
- Isaac A. Withers Enrichment Center
- Leisure City Mobiles
- Le Jardin I*
- Le Jardin II*
- Le Jardin III*
- Modello Housing Development
- Naranja
- O'Farrill Learning Center*
- Perrine
- St. Alban's Coconut Grove*
- St. Alban's South Miami*
- Sunflowers Academy, Inc.*
- Sweetwater Elementary
- United Way Center for Excellence
- Whigham E.L. Elementary

*Delegate Agencies

Acknowledgements

Being a quality early childhood program in a large and diverse community stems from a shared commitment between families, staff, and community organizations. Together we positively change lives and communities. This year's report focused on capturing the essence of our program and the pride that we take in serving our Head Start and Early Head Start children, families, and the entire Miami-Dade community.

Acknowledgements go to the following individuals who served on the Head Start/Early Head Start 2008-2009 Annual Report Committee and who helped capture the essence of the Miami-Dade CAA Head Start/Early Head Start Program.

Jane W. McQueen, Director

Miami-Dade County CAA Head Start/Early Head Start Program

Dr. Daryl Greenfield, Professor

University of Miami

Nilsa Velazquez, Executive Director

KIDCO Child Care, Inc.

Nadie Mondestin, Executive Director

Haitian Youth

Cassandra Alexander, FCP Specialist

Miami-Dade County CAA Head Start/Early Head Start Program

Jay Flynn, Program Coordinator

Miami-Dade County CAA Head Start/Early Head Start Program

Stephanie Frederick, ERSEA Specialist

Miami-Dade County CAA Head Start/Early Head Start Program

Paulette Hayes, ERSEA Coordinator

Miami-Dade County CAA Head Start/Early Head Start Program

Renee McCall, Delegate Liaison

Miami-Dade County CAA Head Start/Early Head Start Program

Belkis Torres, Early Childhood Administrator

Miami-Dade County CAA Head Start/Early Head Start Program

Lisa Emmanuel, Curriculum Specialist

Miami-Dade County CAA Head Start/Early Head Start Program

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